



NewsLink

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Paul A. Quander, Jr.

Voice of the Director

On October 22, 2003, I will deliver CSOSA's first "State of the Agency Address" at the Cloyd Heck Marvin Center on the campus of George Washington University. We are all familiar with the President's State of the Union Address and the Mayor's annual State of the District Address. Those events are symbolically important in that they mark the passage of time and provide the chief executive with a framework within which to review accomplishments, address broad issues of concern, communicate a message and set a course for the future. At the time of the CSOSA's State of the Agency Address I will have just concluded my first year as Director of the Agency. As I have told many of you in various forums, I measure the success of my leadership not only in terms of how effective CSOSA is in generally achieving its stated mission, but also in how well I have specifically supported your creative and committed efforts to move the agency forward in both large and small ways. Preparing for the State of the Agency Address has provided me an opportunity to look critically at the quality of my leadership in both of those areas.

CSOSA's State of the Agency Address will differ in format from the traditional state address in a few important ways. First, the meeting will be an interactive exchange

where you will be provided the opportunity to ask questions in an open forum so that your co-workers will have first hand benefit of your questions and my response. No operational issue will be considered off-limits, however all questions must be respectful and not related to a specific personnel or legal matter or an ongoing investigation. The second difference will be that the meeting will be used to present the agency's current Strategic Plan. Our Strategic Plan is a dynamic document that outlines the agency's goals for future years. You will each receive a copy of the Strategic Plan well in advance of the meeting and I look forward to your input.

In striving to complete a myriad of daily work responsibilities we often develop a form of tunnel vision that prevents us from fully appreciating the work of our co-workers and the other units in the Agency. For this reason, it is important that we come together periodically to acknowledge and celebrate our collective accomplishments, review where we have traveled as a team and chart a common path for the future. It is my hope that the State of the Agency Address will begin to accomplish that goal.

Mark your calendars, jot down your questions and get your Metro farecards out. I look forward to seeing all of you there.

- Director Paul A. Quander, Jr.

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Special Points of Interest:

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- *The "Broken Windows" Theory: How does it relate to the work we do?*
- *OHR Tip of the Month: Job flexibility for Law Enforcement Officers*
- *Spotlight on Diagnostic Officers: Learn more about the duties these dedicated individuals perform*
- *Occupational Health: Why you should know more about workplace violence*

CSOSA's Mission Statement

The mission of the Court Services and Offender Supervision Agency for the District of Columbia is to increase public safety, prevent crime, reduce recidivism, and support the fair administration of justice in close collaboration with the community. The Agency will enhance decision-making and provide effective community supervision, thereby ensuring public confidence in the criminal justice system.

CSOSA Events



REMEMBERING THE CSOSA/PSA COOKOUT

August 15, 2003 ushered in an exciting new tradition for CSOSA and Pretrial Services Agency (PSA). For the first time in Agency history, the Directors of CSOSA and PSA joined forces to host a cookout event purely and simply for the purpose of promoting unity and boosting staff morale.

The event was a great success. In spite of the sweltering heat, the cookout was well attended by over 450 staff members.

People came out to play bingo (hosted by the D.C. Lottery), horseshoes, basketball, chess, bid whist, dance or to just hang out and mingle with co-workers. The food was plentiful and tasty. We had barbecue chicken, fried fish, potato salad, green salad, baked beans, corn on the cob, cake and peach cobbler.

The cookout committee did a fantastic job in the planning, preparation and implementation of this event. On behalf of both CSOSA and PSA staff, we thank Committee Chair Margaret Quick, Committee Members, DeAndro Baker, Marketia Davis, Karen Johnson, Linda Lonzer, Maryam Muhammad, Carolyn Alston, and Tracie Wilson (PSA), for a job well done. They also received invaluable help from Keith Spicer, Kimberly McCrae, Carol Synder, Joyce Bynum, Catherine Terry-Crusor, Valerie Collins, Mary Anna Portner, Arla Scott, Mary Anderson and John Hinton. Thank you all for your time and efforts.



Please take time to view the "Cookout Photo Album" on CSOSA's website and revisit the fun and enjoyment shared by all those who came out on that special day. See you next year!



UPCOMING DATES TO REMEMBER:



In Honor of **National Hispanic Heritage Month**, CSOSA's Special Observances Committee proudly presents, "*Tributes... Tributos*". The following special events are scheduled:

Wednesday, September 10, 2003

A Tribute to Latino Poetry

Featuring the Life and Works of Octavio Paz

12:00 pm - 1:00 pm

25 K Street, NE Field Unit

Wednesday, September 17, 2003

A Tribute to Latino Families

Focusing on the Central and South American Experience

12:00 - 1:00 pm

3850 South Capitol St., SE Field Unit

Wednesday, September 24, 2003

A Tribute to Latino Music & Dance

Featuring an Exhibition and Dance Lessons from the Caribbean

12:00 pm - 1:00 pm

1230 Taylor Street, NW Field Unit

Wednesday, October 1, 2003

A Tribute to the Latino Community

Honoring Law Enforcement, Public Service, and a Latino Icon

11:00 am - 1:00 pm

300 Indiana Ave. NW Room 2066

Ethnic food samplings will be offered following each event.

You are cordially invited to attend the

Seventh Roundtable Discussion

for victim service providers in the Washington, D.C., Maryland, and Northern Virginia Metropolitan region

Featured Topic: "Sexual Offenders and the Victims"

September 19, 2003

Charles Sumner School, Museum & Achieves

1201 17th Street, NW, Washington, D.C.

8:00 am - 1:00 pm

The goal of the Roundtable is to develop a plan that creates a seamless system of victim services in the Metropolitan Area. The Roundtable Discussion Planning Committee is comprised of the following agencies and organizations:



Court Services and Offender Supervision Agency, Washington, D.C.

Charles Co. Sheriff's Department, Victim Services Unit, La Plata, MD

Fairfax County Police Department, Victim/Witness Unit, Fairfax VA

Maryland Crime Victims' Resource Center, Upper Marlboro, MD

Prince George's Hospital Center Sexual assault Unit, Cheverly, MD

United States Attorney's Office of the District of Columbia

To register (at no cost) please contact CSOSA Victim Services Program Manager Bonnie Andrews at (202) 585-7360 before September 16, 2003.

Office Updates

THE “BROKEN WINDOWS” THEORY AND COMMUNITY SUPERVISION:

Public Safety is Sometimes a Matter of Appearance

By Joyce McGinnis, Office of Legislative, Intergovernmental and Public Affairs

As CSOSA prepares to unveil its second Strategic Plan, which is currently under review at the Office of Management and Budget, we should pause to remember the literature and statistics that support what we do. Our supervision practices are rooted in the rich soil of criminal justice scholarship.



One of the most influential theories in recent criminal justice literature is that of “broken windows.” This theory, originally introduced in 1969, has been the subject of heated debate in all areas of law enforcement. In an article in the *Atlantic Monthly*, James Q. Wilson and George L. Kelling discussed a study of foot-patrol policing in Newark, New Jersey. Interestingly, although the presence or absence of

officers on foot patrol did not influence crime rates in the city’s neighborhoods, citizens *perceived* they were safer - and that crime was lower - if they saw a cop on the beat. Wilson and Kelling argued that the perception of safety was in fact the result of the police officers performing an important function. Foot-patrol officers maintained a “surface” order in their neighborhoods. They silenced boisterous teenagers, moved loiterers along, and noted unusual activity. They provided a *visible* law enforcement presence. Because residents felt that presence, they were more likely to enforce the neighborhood’s “rules” themselves.

The authors also discussed an experiment performed with an abandoned car. If the car was placed on a street in the Bronx, it was stripped of all useful parts and destroyed within hours. In quieter, more affluent Palo Alto, California, the car was not ransacked *unless it appeared to be damaged*. After the study’s authors smashed one window with a sledgehammer, passersby viewed the car as “disposable” and soon joined in the destructive fun.

Wilson and Kelling summarized their views as follows:

“Untended property becomes fair game for people out for fun or plunder and even for people who ordinarily would not dream of doing such things and who probably consider themselves law-abiding... We suggest that ‘untended’ behavior also leads to the breakdown of community controls. A stable neighborhood ... can change, in a few years or even a few months, to an inhospitable and frightening jungle”.

This theory had a significant impact on all aspects of law enforcement that touch the community. The “community policing” and “restorative justice” movements can be traced to this theory. Community involvement, partnership with law enforcement officers, and the idea that offenders should make amends with the community are all linked to the idea that visible involvement brings visible results. If people appear to care, then potential criminals will believe that they do care, and will respect their rights and their property.

By the close of the 1990s, public policymakers began to examine the applicability of the “broken windows” model to community supervision. A group of practitioners and policymakers convened as the Reinventing Probation Council in 1998. Their report, “Transforming Probation Through Leadership: The ‘Broken Windows’ Model” appeared in August 1999. Both the report and subsequent commentary on it have influenced CSOSA’s approach to community supervision.

The “broken windows” model of probation maintains that the primary “product” of community supervision is not services delivered to those under supervision, but public safety for the entire community. The authors argued that public confidence in community supervision had eroded significantly, and that to rebuild it, administrators and policymakers must adopt an approach that redefines the “customer” of community supervision to encompass all citizens - offenders, victims, and ordinary individuals. To that end, the authors articulated seven principles through which community supervision can be “reinvented”:

1. Place public safety first;
2. Supervise probationers in the neighborhood, not the office;
3. Rationally allocate resources;
4. Provide for strong enforcement of probation conditions and a quick response to violations;
5. Develop partners in the community;
6. Establish performance-based initiatives; and
7. Cultivate strong leadership.

CSOSA has incorporated these principles into its program model. Our approach to community supervision is grounded in the idea that public safety is our most important outcome. Moreover, our Community Supervision Officers work in the community to maintain a visible law enforcement presence and contribute to public order.

While the “broken windows” model is a compelling statement of the public’s stake in effective community supervision, it does not address the significant needs and deficits that impede offenders’ desire to change. The offenders under CSOSA’s supervision must overcome significant functional deficits, poor work histories, and overwhelming drug addiction to establish a viable, crime

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free lifestyle. A comprehensive community corrections system that ignores these needs and focuses solely on enforcement does little to increase public safety or public confidence.

Faye Taxman of the University of Maryland and James Byrne of the University of Massachusetts articulated this deficiency in a 2001 article, "Fixing 'Broken Windows' Probation." Taxman and Byrne argued that treatment is an essential component of a successful, truly comprehensive community corrections strategy. They wrote:

Our review of the research ... reveals that it is offender improvement in the areas of employment, substance abuse, personal and family problems that is directly related to recidivism reduction. At its core, offender change in these areas is precisely what probation officers should focus on during supervision.

In developing its supervision model, CSOSA recognized that the principles articulated in the "broken windows" model need not be viewed as conflicting with the provision of treatment and other support programming. On the contrary, the external control exercised through close supervision, meaningful sanctions, and surveillance drug testing can complement the offender's participation in support programs. If the principles of "broken windows" are aimed at establishing a system of *external* accountability - the offender is watched and is punished when non-compliance is detected - treatment and other programming are intended to establish a system of *internal* accountability. Through success in treatment, education, job training, and other experiences, the offender learns that change is possible and desirable. He or she develops the desire to behave differently.



OFFICE OF FACILITIES UPDATE: ELEVATOR SAFETY

Submitted by Keith Spicer, Facilities Engineer

Each year, in the United States, elevators and escalators kill approximately thirty people and injure approximately 17,100, according to data provided by the U.S. Bureau of Labor and Statistics and the Consumer Product Safety Commission. Since we use elevators daily, we have a tendency to take our vertical transportation equipment for granted. Therefore, let's take a moment to remind ourselves that elevators are mechanical equipment and proper use of this or any equipment should be followed.

Here are a few safety tips:

1. Enter and exit carefully.

When the doors open, allow passengers to exit the elevator before entering. It is very important to pay attention to the level of the floor when entering and exiting an elevator. On occasion, the hall floor may not be exactly even with the elevator floor. Make sure you step over the gap. Paying attention will prevent passengers from tripping.

2. Watch for closing doors.

Many elevators doors are provided with protective safety edges. These edges are designed to reopen the doors when touched. Contact should be avoided unless absolutely necessary. Even if you are late for an important meeting, it only takes a couple of minutes to wait for another elevator.

A trip to the hospital will also make you late for that very meeting.

3. Never pry doors open or try to exit.

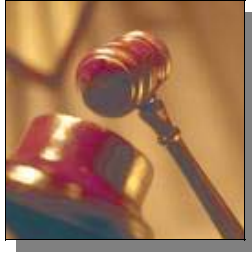
Attempting to force the doors open is dangerous because the elevator could resume travel without warning and seriously injure someone. The inside of the elevator is the safest place. Only trained specialists know how to safely remove passengers or restart the elevator. Chances of the elevator falling are extremely rare as any one of the many required cables can individually hold a fully loaded elevator in place. Nevertheless, accidents do happen.

4. In case of fire, never use the elevator; always use the stairs.

Building codes require exit stairwells to provide a good measure of protection in case of a fire. Stairwell doors are heavy and usually are totally enclosed, well illuminated and pressurized to protect people from smoke and fire. While most modern elevators are programmed to automatically return to the ground floor when the alarm is triggered; they should not be used as a means of egress during a fire. Fire Alarm Systems recall elevators to an unaffected floor and shuts them down.

Thank you for your time and remember to
Think Safety.





REGULATORY UPDATE

*Submitted by Roy Nanovic, Records Manager
Office of General Counsel*

CSOSA has continued to make its presence felt on the regulatory front. The recently published final rule on Disclosure of Records implementing the Freedom of Information Act and the Privacy Act, the amendments to CSOSA and PSA's Privacy Act systems of records, and the finalizations of the interim rules on Sex Offender Registration, DNA Collection and Use, and Administration Sanctions collectively address an impressive range of "cutting edge" initiatives. Still in the regulatory pipeline are administrative regulations on the Agency Seal and regulations on the Acceptance of Donations. While the subject matter of these regulations are of less significance than the regulations mentioned above, both will be of interest to employees.

The regulations on Acceptance of Donations will serve to protect staff from creating the appearance of soliciting gifts, which is impermissible, in connection with CSOSA's authority to accept and use gifts. CSOSA/PSA may accept gifts solely in the form of in-kind contributions of space and hospitality for the purpose of supporting offender and defendant programs and of equipment and vocational training services to educate and train offenders and defendants.

The regulations on the Agency Seal provide guidance on the official uses of the Seal and the consequences of wrongful use of the Seal. Happily, the regulations include procedures for approving specific uses such as might be appropriate for CSOSA's new Employee Recreation Association as it establishes its membership and begins to set up fun and exciting activities for its members.

[IMPORTANT LEGAL DISCLAIMER: The Office of the General Counsel can neither confirm nor deny the accuracy of the description "fun and exciting" referenced by the aforesaid Employee Recreation Association. Until such time as we are hit with a subpoena, we are keeping a dignified silence on the general subject.]

Office of Human Resources INFO TIP OF THE MONTH:



JOB FLEXIBILITY POSSIBLE WITHOUT AFFECTING LEO RETIREMENT STATUS

One of the special provisions particular to Law Enforcement Officers (LEO) is that LEOs may retire after 20 years of service at age 50. But what if you have 20 years of LEO service and have not reached age 50? You may not be aware that you can apply for and serve in a non-LEO position *without affecting your LEO retirement status at 50*. That's right, with 20 years of LEO service, you may take another position that is not designated as a law enforcement officer position, then later retire at age 50 with full LEO benefits and retirement status. So keep in mind that as your career advances, there may be employment options open to you that will not jeopardize your LEO retirement status. (See 5 USC § 8336(c)(1)).

**This personnel benefits tip brought to you
— For Your Information —
by your customer-friendly
Office of Human Resources.**

COMMUNITY SUPERVISION SERVICES UPDATE: A New Wave of Managerial Staff



Please join us in congratulating the following individuals as they settle into their new roles within CSOSA's Community Supervision Services Division effective August 8, 2003:

Promoted to the position of Branch Chief
Mr. William Ash - Branch IV, Special Supervision

Promoted to the position of
Supervisory Community Supervision Officer (SCSO)
Maria Asike - General Supervision, Team #53
Karmilla Blackmon - Interstate Supervision, Team #23
Aaron Hall - General Supervision, Team #1
Keniti Pinkett - Special Supervision, Team #52

Best wishes for continued success in your careers!

Employee Focus

THE ROLE OF COMMUNITY SUPERVISION OFFICERS IN THE INVESTIGATIONS, DIAGNOSTICS, AND EVALUATION RESOURCES BRANCH

Submitted By CSO John P. Taberski

The role of the Community Supervision Officer (CSO) in the



Members of IDERB Staff, Team #26
(Right to Left) CSO Craig Stevenson,
CSO LaStell Minor-Creighton and
CSO John Taberski

Investigations, Diagnostics, and Evaluation Resources Branch (IDERB) is a unique function within the many services offered by CSOSA. The primary function of a CSO within this branch is to conduct in-depth investigations of offenders pending sentencing at D.C. Superior Court for felony and misdemeanor crimes. The findings of the CSOs' investigations

are presented in Pre-Sentence Investigation Reports (PSIs), which include sentencing recommendations tailored to the needs of each offender. These sentencing recommendations are made by CSOs with the objective of providing effective intervention plans to reduce the likelihood of recidivism, thus increasing public safety.

Diagnostic CSOs perform a myriad of tasks throughout an investigation. The theme of this year's Community Supervision Officer Recognition Week, "CSOs Wear Many Hats," is a perfect description of the work that IDERB's dedicated officers perform on a daily basis. They are liaisons between CSOSA and several other criminal justice agencies. They are fact-finders and interpreters of facts. They are storytellers who create accurate accounts of the lives of convicted criminals. They are counselors. But most importantly, they are community servants who work diligently to help CSOSA achieve its mission.

One of the initial steps in an IDERB investigation involves close collaboration with the Assistant United States Attorney (AUSA) assigned to the case. In contacting the AUSA, the CSO develops a full understanding of the facts and circumstances surrounding the offense that the offender committed. Contact with offenders' attorneys, many of whom work for the Public Defender Service, often provides a CSO the opportunity to obtain initial biographical information about an offender prior to conducting an interview.

Perhaps the most important component of the PSI is the offender interview. CSOs interview offenders at correctional facilities, treatment sites, and in the office. Since it is vital to provide a complete picture of the offender in a Pre-Sentence Report, it is important for a CSO to possess investigative interviewing skills and the ability to elicit accurate information from each offender. CSOs often provide the Court and

attorneys, as well as other partners in law enforcement, information that had not previously been disclosed about an offender. This type of information is most valuable to judges, who ultimately decide what is best for both the community and the offender. A comprehensive Pre-Sentence Report also provides CSOs in supervision offices a clear picture of the individual they will be monitoring in the community.

CSOs conduct PSIs on all types of offenders who have committed a variety of offenses involving illicit drug use and sales, theft, violence, and even murder. There is, however, a specialized unit for sex offenders. Diagnostic CSOs also help offenders who desire to adopt productive lifestyles, through recommending intervention plans based on their individual needs.

Another important responsibility of Diagnostic CSOs, that you may not be aware of, is providing a voice for victims of violent crime and their families. CSOs often work closely with victim advocates to assist victims in making Victim Impact Statements, which are also included in the Pre-Sentence Report. Providing the judge with a complete narrative of how people's lives have been affected by a crime is a crucial part of the sentencing phase.

Working with people throughout the community is imperative to Diagnostic CSOs. After obtaining information from offenders during pre-sentence interviews, contact is made with their family members, employers, acquaintances, treatment providers, and other members of the criminal justice system in this and other jurisdictions. Verifying information disclosed by offenders, as well as obtaining further information about them, assists members of the criminal justice system who work together to protect the community.



"Conducting pre-sentence investigations has been a rewarding experience, and I have greatly enjoyed serving the community in this regard over the past several years. I commend all CSOs entrusted with the responsibility of conducting pre-sentence investigations."

- After 3 and a half years working in IDERB, CSO John Taberski has now transferred to the Sex Offender Supervision Unit in hopes of gaining more experience within Community Supervision Services.



"I take pride in every Pre-Sentence Report submitted to the Court. While conducting the investigations and preparing the reports, I am reminded of the importance of providing accurate and detailed information."

- CSO LaStell Minor-Creighton is a November 1999 Graduate of the CSOSA Academy and has been working in IDERB since May 2000.

**BREAKING THE MOLD
IN HUMAN RESOURCE MANAGEMENT:
Linda Mays, Associate Director, OHR**
Submitted by Erika Evans, Special Assistant



Linda Mays, Associate Director, OHR

It's a warm summer afternoon in downtown D.C. and Linda sits poised in her new executive office, once occupied by recently retired Associate Director David Orr. The sun is beaming through windows of the 808 17th Street Office Building, and the only thing brighter than the

four walls that surround her is the smile on her face. She's personalized her new surroundings with walls adorned with plaques and certificates of achievement, and pictures of her three sons have been placed proudly on display on her large cherry wood desk. It's obvious that Linda's newly appointed position within CSOSA feels very comfortable to her, and there's no doubt she belongs where she is. Within minutes of an official meeting with her, you can't help but notice that she is an articulate, well-rehearsed businesswoman with a button down message for her staff that echoes: "We are the ultimate in customer service". She knows the road ahead will present her and her staff with more than a few new challenges, but she finds confidence and courage in recalling the past obstacles she has successfully hurdled over the years, which eventually guided her to the place she is now. It is with great honor that I introduce you to Associate Director of Human Resources, Linda Mays.

A graduate of Morgan State University, Linda earned her Bachelor of Science Degree in Psychology in 1972. She started her first Federal government job at the U.S. Census Bureau as a Statistician. Ironically, it was this first work experience at the Census Bureau that introduced her to the inner-workings of a personnel office, as she was involved in validating the Bureau's merit/promotion system. As fate would have it, she became much less interested in the numbers and figures and much more interested in the workers themselves. So when the opportunity opened for a personnel specialist, she intuitively took it.

After the Census Bureau, she went to work for the U.S. Department of Justice (DOJ) in 1978. She started there as a personnel management specialist. When she had gone as far as she could go in that position, she transferred to DOJ's Community Relations Service, one of the largest components of DOJ under the Associate Attorney General, where she worked as a program analyst. Although this duty took her somewhat out of personnel specifically, she remained close to that type of work in a liaison capacity with the

personnel office. Linda believes that in this role, looking on the outside in to a personnel office, she was able to better learn how someone might feel working with personnel, ultimately granting her a keen ability to relate to the needs of workers. Linda returned to personnel and aggressively campaigned for job placements for individuals who were suffering the effects of the Department's downsizing. By taking a personal interest in the lives that were going to be altered by the Reduction in Force (RIF), Linda canvassed the organization in order to at least get every person being laid off during that time considered for other positions within DOJ.

After making her mark as personnel specialist, Linda was selected to work in the Consolidated Administrative Office (CAO) of DOJ as a personnel liaison for those individuals in leadership offices. She worked directly with staff in the Attorney General's Office, the Deputy Attorney General Associate, Office of Privacy, Office of the Inspector General and Public Affairs. Her job was to make sure DOJ's top leaders outside of the legal divisions had everything they needed with respect to personnel matters. Interestingly enough, this is where Linda's love story with CSOSA actually began. In her capacity within the CAO, she was eventually charged with the grand task of helping D.C. Parole, Probation and Pre-Trial to form a certifiable independent Federal agency. Before she could truly grasp the historically significant event that she was being involved in, she had been hired by former CSOSA Trustee Jay Carver and had become the very first person in personnel (now the Office of Human Resources) for CSOSA, an experience she described as simply "unbelievable".

Beginning in February of 1998, Linda worked alone for nearly two months performing every function necessary in the agency's new personnel office. She did everything, from helping parole and probation staff transition to the new agency to creating new agency components, new job positions and their descriptions. Like an architect recalling the initial plans for a grand structure, Linda remembers those days vividly and smiles proudly as she reminisces about all the hard work and commitment she put into to helping build CSOSA from the ground up. When asked if she was ever discouraged or intimidated by the enormous task she was undertaking with only twelve other original staff members, she replied, "Never! I was really more excited than anything else. There was so much happening and there were so many wonderful results. None of us had ever created a new agency before and it was just a phenomenal experience".

Six months after Linda arrived on the scene, David Orr was brought on board as Associate Director of CSOSA's Office of Human Resources and Linda became Deputy Associate Director of OHR. Linda learned all about parole and

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probation, quickly. She internalized the agency's mission and found that the meaningful work being performed by agency staff was the reason she enjoyed her job so much. "In the Federal government, a lot of times, the missions are just fluff. But this agency has a mission that really effects people, and that's what I am – a people person. I think my dedication to the agency is because its mission is so important to all of us in the District."

Linda's past experience has given her a unique head start. Transitioning from Deputy Associate Director to Director of OHR has been a relatively smooth ride, thanks to her previous leadership roles and proven success in the field. And because her undeniable edge, she's been able to 'hit the ground running' with not only a clear vision for the future of OHR, but the confidence to use her position to control more of the Office's direction as well. "I want us to continue to be customer oriented, but I want to focus the human capitol part of our business and on making people a valued asset of the agency", she said. Linda believes that the biggest challenge that lies ahead for her and her staff is making people trust that OHR is there for them and that they can count of the support they should have. She wants to reassure staff that OHR is working to help them do their job, not to create unnecessary obstacles.

Matching words with actions, Linda is already praising the agency's innovative performance measurement system and promises to implement whatever improvements become necessary. "We want people to know that performance measurement is a living program that we want to continue to improve and continue to update, so that when things change, we change with them." OHR is also looking to expand the agency's work/life programs, those programs that help employees to balance work and home life. Plans are also in the making for expand recruitment efforts to increase diversity and bilingual staff. "We want to create a state-of-the-art recruitment video that will attract more people to our agency by showing them the food work we really do".

Linda Mays represents a high standard in her field. She's a visionary who's committed to motivating positive change in OHR and will definitely have an extraordinary impact on CSOSA's future success. She also represents a serious break-through in the glass ceiling many professional women working in the Human Resources field are more than likely forced to confront. In the past, women were more often seen as the 'worker bees' of the profession while men occupied positions of leadership. Linda provides an example that demonstrates some proof this trend is beginning to change. She has clearly earned her seat at the executive table and she gives hope and encouragement to other women striving to do the same.

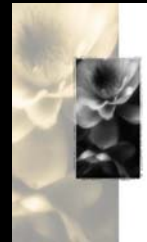


At age 50, Linda completed the Key Executive Program and earned her Master's Degree in Public Administration from American University, an accomplishment she is very proud of. When you see her these days, you're likely to be greeted by a warm, inviting smile that reminds you of the family atmosphere CSOSA prides itself on. You'd never believe the only outside interest she has time for is family, but she seems to be okay with that. She settles for routine walks between her office and Agency Headquarters in the place of a rigorous exercise routine, and sorry ladies – she wouldn't give me her beauty secrets. She would only reveal, "When you're doing something you enjoy, when you're satisfied with what you're doing and where you are, it helps." We should be proud to have Linda Mays as one of our leaders.

CSOSA extends its condolences and deepest sympathy to
colleagues, friends and family of

Paula Ann Redding

(June 28, 1953 - August 29, 2003)



Mrs. Redding started her professional career with Alexandria, Virginia, Probation and Parole Office as a Probation Officer. She continued her career with D.C. Superior Court, Social Services Division as a Supervisory Probation Officer from 1989 to 1997. In 1997 she transitioned to Court Services and Offender Supervision Agency and contributed her service as a Supervisory Community Supervision Officer for six years. We will preserve her memory in our hearts, though her presence will be missed.

Employee Milestones



NEW EMPLOYEES FOR THE MONTHS OF JULY 2003

Office of Community Justice Programs
Peter J. Wobus

1 YEAR ANNIVERSARY WITH CSOSA AS OF 7/31/03

Ray A. Smith
Therla R. Smith
Orlando L. Williams

5 YEARS OF GOVERNMENT SERVICE AS OF 7/31/03

Necol R. Brown
Fernando Carral, Jr.
Matthew Kiely
Bridgett S. Neamo
Mary Ann N. Wood

10 YEARS OF GOVERNMENT SERVICE AS OF 7/31/03

Alex Duran

15 YEARS OF GOVERNMENT SERVICE AS OF 7/31/03

Daniel L. Rucker

20 YEARS OF GOVERNMENT SERVICE AS OF 7/31/03

Barbara D. Spencer

25 YEARS OF GOVERNMENT SERVICE AS OF 7/31/03

Shelia M. Adegbie
Tammy Crank

Congratulations to you all!

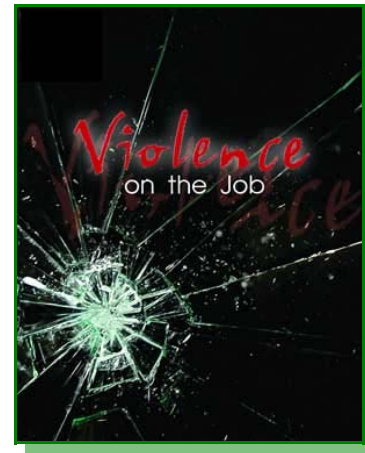
Health & Fitness

OCCUPATIONAL HEALTH:

Learn more about Workplace Violence

(Adapted from www.cdc.gov)

On August 27, 2003, the Training & Career Development Center sponsored a one-day **Workplace Violence Workshop**. The class was designed to help CSOSA employees understand organizational workplace violence and the warning signs to prevent it.



DID YOU KNOW?

An average of 1.7 million people were victims of violent crime while working or on duty in the United States, according to a report published by the Bureau of Justice Statistics (BJS), each year from 1993 through 1999. An estimated 1.3 million (75%) of these incidents were simple assaults while an additional 19% were aggravated assaults. Of the occupations examined, police officers, corrections officers, and taxi drivers were victimized at the highest rates.

For the same time period, over 800 workplace homicides per year were recorded by the Bureau of Labor Statistics' Census of Fatal Occupational Injuries.

As an integral part of a broad-based initiative to reduce the incidence of occupational violence in this country, the National Institute for Occupational Safety and Health (NIOSH) conducts, funds, and publishes research on risk factors and prevention strategies related to workplace violence. To obtain more information on NIOSH research as well as links to external research programs, statistical reports, and public and private initiatives to address the problems of workplace violence, visit the Centers for Disease Control and Prevention online at <http://www.cdc.gov/niosh/injury/traumaviolence>.

Variety Pages



Through August and early September, the nation's schools reopen following the traditional summer break. Here are some interesting facts offered by the U.S. Census Bureau to help celebrate the time-honored occasion:

73.2 million

The number of U.S. residents enrolled in schools -- from nursery schools to colleges. About 1-in-4 residents age 3 and over is a student.

10

Percentage of all students who are enrolled in private elementary or private high schools.

20

Percentage of elementary and high school students who have at least one foreign-born parent.

26

Percentage of high school students ages 15 to 17 who are holding down a full- or part-time job.

56

Percentage of college students who are women. Women have held the majority status in college enrollment since 1979.

\$53,300

Average annual salary paid to public school teachers in New Jersey -- highest of any state in the nation. Teachers in South Dakota received the lowest -- \$30,300. The national average was \$43,300.

\$9,326

Average tuition, room and board (for in-state students) at the nation's four-year public colleges and universities for an entire academic year; that is up 75 percent from 1990.

\$4.4 million

The estimated lifetime earnings of professional (i.e., medical, law, dentistry and veterinary medicine) degree-holders. This compares with \$3.4 million for those with Ph.D.s, \$2.5 million for master's degree-holders, \$2.1 million for those with bachelor's degrees, \$1.2 million for high school graduates and \$1.0 million for high school dropouts.

ANNOUNCING...

RECREATION ASSOCIATION MEMBERSHIP DRIVE



You've heard the rumors, and you've wondered could it really be true. Well get ready, and get excited, because the CSOSA / PSA Recreation Association is coming to an office near you!

What is the Recreation Association?

Why should I join?

For answers to your questions and more information, please attend one of the Recreational Association membership drives being held this September.



To obtain a list of dates, locations, and contact persons, visit the CSOSA Web and view the announcement flyer online.



Hope to see you there!



Bulletin Board



The Office of Management and Administration would like to say congratulations and goodbye to **Kathleen Ferte**, Director of Procurement. She's going to the Executive Office of the U.S. Attorney as the Administrative Officer, and **Devin Basset**, Facilities Technician, going to PSA as the Support Services Specialist. We will miss them dearly but wish them well! M&A also wants to say congratulations and goodbye to Computer Specialist **Gary Hernberg**, in the Office of Information Technology. Gary has taken an IT position with the U.S. Supreme Court. We will truly miss him!



Community Supervision Services extends heartfelt sympathy to **Branch Chief Valerie Collins** in the loss of her beloved husband in August. May you find peace during your time of bereavement.



Congratulations to **Frank Lu, IT Service Development Manager** on the birth of his daughter, **Hannah Feng Lu**, born August 24th at 3:15 am



For all staff interested:

An Atlantic City Bus Trip is being planned for Saturday, October 18, 2003.



For more information, contact **Carolyn Austin** @ (202) 585-7219



Hats off to the teamwork of **General Supervision Team #41**, for looking out and covering my cases and court hearings during my absence in August. Special thanks to CSO Sonya Atkinson, CSO Richard Beckwith, CSA Diane Herbert, CSO LaSonia Rivers, CSO Lisa Silor, CSO William Watkins, CSO Gretchen Wright, SCSO Maurice Jones. I'd also like to thank to CSO April Jones and SCSO Warren Leggett of **General Supervision Team #17** for their patience and assistance.

*With sincere appreciation,
CSO Shirley Simons*

A long overdue "Welcome Aboard" to CSOSA's new **Director of Security Joseph Burns**.

Joe joined CSOSA in January 2003 and has over 15 years of experience the Federal Security field.



Welcome to the CSOSA Family Joe!



Special congratulations to **Staff Assistant Sheleta Slye** in the Office of General Counsel!

Sheleta celebrated her 1-year anniversary with CSOSA in April 2003 and we forgot to acknowledge her accomplishment. Sorry about that Sheleta, and thanks for being an avid reader of the CSOSA Newslink!

- Erika Evans, Editor and Coordinator

August Birthdays

Happy Birthday to
Office of Facilities Staff Members
Devin Basset & Keith Spicer
- From M&A



Birthday Wishes to
Help Desk Manager Marie Hall (8/30)
- From IT Staff

Happy Birthday **CSO Shirley Simons (8/2)**
from your daughter CSO Tiffany Kirkland

"As you grow in age may you grow in grace!"



Happy Birthday to
CSO Della Burrus (8/3)
& **SCSO Gregory Harrison (8/26)**

Happy belated birthday to **CSO Gary Harvey**
- From the TAP Family

NEWSLINK QUOTE OF THE MONTH

“...Can you, in all sincerity say, 'I have done my best'? Even if the best is failure, it must be our best, our utmost... You may be exhausted, with work you may even kill yourself, but unless your work is interwoven with love, it is useless.

To work without love is slavery.”

- *Mother Teresa*

Submitted by Frann J. O'Grady, SCSO

Do you have an inspiring quote you want to share? Contact the Newslink and spread the word!

NOTE FROM THE EDITOR:

This concludes another edition of the CSOSA Newslink. Thanks to all those who contributed to this month's publication, and a special thanks to the entire CSOSA family for their support and encouragement. If you have an idea or an event that you would like covered in future editions, please feel free to contact me via e-mail or phone. In the meantime, remember to be thankful, be safe and be kind!

Erika N. Evans

Editor & Coordinator

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